



D6.14 BIOWAYS Contact List Gap Analysis Results Year One

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1. EXECUTIVE SUMMARY

The present document, D6.14 BIOWAYS Contact List Gap Analysis Results (M10), has the objective of analysing the contact list developed by the project in Year 1, and it has been developed in Task 6.3: Development and maintenance of the BIOWAYS contact list. This analysis has been made against a defined set of criteria. Specific, measurable, attainable, realistic and timely goals for each criterion were established at the start of the project to ensure that the networking, dissemination and communication activities of the project reach their maximum potential.

This analysis has identified which criteria are properly covered in the contact list and which have gaps that should and will be filled throughout the remaining time of the project. A description of the factors that contribute to the identified gaps is outlined, as well as a strategy to amend the gaps in the form of an action plan with specific measures. A second gap analysis will be performed on month 22, showing the results of the corrective measures taken.

This analysis aims to ensure that BIOWAYS is effectively reaching its target groups in a sufficient number, and that the recipients of the information can be properly categorised into groups of interest for each networking and dissemination activity. This will greatly increase the impact of BIOWAYS messages and maximize the general awareness of the bio-based industry and its market potential.

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1. INTRODUCTION

In BIOWAYS Task 6.3 partners have developed the project contact list. The contact list is being used to disseminate project results and communicate project activities. Also, it will be used to encourage discussion and networking amongst contacts by inviting them to participate in the BIOWAYS LinkedIn Group and the Bio-Watch platform, thereby encouraging the development and use of a peer network.

The contact list has been created and maintained using a privacy enhancing contact management software (AZmail) that enables potential contacts to opt in and opt out of the BIOWAYS project list, thereby respecting privacy principles and good practices in meeting data protection requirements.

The contact list has been initially populated with the result of a research in the bio-based industries domain and via searching public records online in order to target stakeholder categories identified. It will continue being built upon via networking initiatives and dissemination activities.

Different sources of information have been used to elaborate the list of contacts:

- List of EC's National Contact Points for Food security, sustainable agriculture, marine and maritime research and the bio-economy; & Biotechnology
- List of BIOWAYS contacts identified in Task 2.1
- List of BIOWAYS contacts identified in Work Package 4
- List of BIOWAYS contacts for the distribution of the project's newsletter
- List of BBI projects

The information contained in the list is composed of several compulsory fields and optional fields. Compulsory fields will be used to communicate with the contacts and to run the gap analysis. Optional fields, specially the field "fields of interest" can help filter the right recipients for more specific communications.

Compulsory fields:

- Treatment
- Name
- Company
- Email
- Country
- Type of stakeholder

Optional fields:

- Position
- Phone

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- Website
- Fields of interest

In order to meet the goals of the project, it is crucial to ensure the list is a relevant number of contacts and includes a representative sample of contacts across stakeholder types and European Member States. Specific emphasis should be made to ensure a well-rounded sex/gender split, so that both male and female stakeholders are engaged with throughout the project. These are, therefore, the four criteria established to evaluate the quality of the list:

- Number of contacts
- Sex/gender split
- Representation of all stakeholder's types, including the following types: European Commission, Public Organisation at Regional, National or European level (Authorities, Agencies, Funding organisations, etc.), Association/cluster, Research Organisation, Consultancy Organisation, Media Organisation, Industry/SMEs, Other
- Representation of all European Member States.

Nevertheless, It is important to point out that the initial search of contacts has not been directed to find an specific number of females/males, stakeholder types or member states. The results of this gap analysis have to be used to direct the search until month 22, aiming to fill the eventual gaps in the list.

In order to ensure the contact list is developed according to the needs of the project, partners will run a gap analysis of the list. Conducting a gap analysis helps the project re-examine its goals related to the contact list, to determine whether it is on the right path for accomplishing them.

The analysis defines the current state and the target state of the list, to determine whether it is meeting the project's expectations. By defining and analysing the gaps, the partners can create an action plan to improve the list, move from the current state to the desired, future state, therefore filling the identified gaps.

Gap analysis consists of four steps: Establish specific goals for the contact list, benchmark the current state, analyse the gap data, and compile a gap report that identifies areas of improvement and outlines an action plan to achieve increased company performance.

This gap analysis will be run in month 10 and month 22 of the project and will help drive stakeholder engagement. The results will be presented in two deliverables, namely D6.14 and D6.15.

2. CONTACT LIST GOALS

The first step of the Gap Analysis is to accurately outline and define the goals to be achieved, being those specific, measurable, attainable, realistic and timely.

The goals for the BIOWAYS contact list are:

- **Number of contacts:** to ensure the achievement of BIOWAYS objectives in terms of dissemination and communication, the aim is to have a number of 500 contacts by the end of the project. To keep track of this number, the contact list will be numerated.
- **Sex/gender split:** The aim is to have stakeholders at a percentage of at least 40% of each gender by the end of the project. To keep track of this percentage, the contact list will have a field for the gender.
- **Representation of all stakeholder types.** The aim is to have at least 15 contacts from each type by the end of the project. To keep track of this representation, the contact list will have a field with a menu including the following types: European Commission, Public Organisation at Regional, National or European level (Authorities, Agencies, Funding organisations, etc.), Association/cluster, Research Organisation, Consultancy Organisation, Media Organisation, Industry/SMEs, Other
- **Representation of all European Member States.** The aim is to have a at least 10 contacts from each Member State by the end of the project. To keep track of this representation, the contact list will have a field for the state.

3. CURRENT STATE

The second step of the Gap Analysis is to use data to measure the current performance of the contact list as it relates to its outlined goals.

Table 1: Table comparing all 4 goals and its current state

CRITERIA	GOAL	CURRENT STATE
Number of contacts	500	476 contacts
Sex/gender split	At least 40%	Female: 42% Male: 58%
Representation of stakeholder types	Min. 15 contacts per stakeholder	Less represented: 1 contact Most represented: 56 contacts
Representation of European M.S.	Min. 10 contacts per E.M.S.	Less represented: 0 contact Most represented: 25 contacts

More detailed information on the results of gender, stakeholder type and member states can be found in the tables below.

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The representation of each gender in the current state is as follows:

Table 2: Representation of stakeholders by gender

GENDER	NUMBER OF CONTACTS	%
FEMALE	124	42
MALE	170	58

The contacts that are not associated to a particular person (e.g. corporate emails) are not included in this table. This is the reason why the number of female and male contacts does not equal the total of 476 contacts in the list.

The representation of stakeholder type in the current state is as follows:

Table 3: Representation of stakeholder types

STAKEHOLDER TYPE	NUMBER OF CONTACTS
European Commission	8
Public Organisation at Regional, National or European level (Authorities, Agencies, Funding organisations, etc.)	56
Association/cluster	17
Research Organisation	40
Consultancy Organisation	7
Media Organisation	1
Industry/SMEs	8
Other	1

The contacts that are not associated to a particular stakeholder type are not included in this table. This is the reason why the number of stakeholders does not equal the total of 476 contacts in the list.

The representation of each European Member State in the current state is as follows:

Table 4: Representation European Member States

EUROPEAN MEMBER STATE	NUMBER OF CONTACTS
Austria	3
Belgium	17
Bulgaria	-
Croatia	-
Cyprus	-
Czech Republic	-
Denmark	2
Estonia	3
Finland	8

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France	9
Germany	25
Greece	4
Hungary	-
Ireland	3
Italy	11
Latvia	-
Lithuania	-
Luxembourg	-
Malta	-
Netherlands	1
Poland	1
Portugal	2
Romania	1
Slovakia	4
Slovenia	1
Spain	7
Sweden	-
United Kingdom	3

The contacts that are not associated with a particular state and the contacts that are associated to other states are not included in this table. This is the reason why the number of European Member States in this table does not equal the total of 476 contacts in the list.

4. ANALYSIS OF GAP DATA

The third step of the Gap Analysis is to analyse the data collected and, in case the data is below the benchmark, the qualitative reasons, seeking to understand why the measured performance is below the desired levels. This step highlights the gaps that exist between the current state and the project goal, that need to be filled, for each criterion.

CRITERION: Number of contacts

GAP DESCRIPTION: The analysis has identified a gap between this criterion's current and future state. The gap is equivalent to only 24 contacts. A factor that contributes to this gap is that the target goal was set for the entire period of implementation of the project, with the expectation that 500 contacts would be identified through BIOWAYS networking, dissemination and communication activities. As such, a relevant part of this activity is scheduled for the second year of implementation of the project.

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This gap is, therefore, considered not relevant. Indeed, the project expects that with the number close to the target goal, this number will be far exceeded by M22, when the second analysis will be delivered. An action plan will be applied to ensure this fulfilment by month 22.

Table 5: Identified gap in number of contacts

CRITERIA	GOAL	CURRENT STATE	GAP
Number of contacts	500	476 contacts	24

CRITERION: Sex/gender split

GAP DESCRIPTION: The analysis shows that, at this moment, there is no gap between the goal and the current state.

Table 6: Identified gap in gender

GENDER	NUMBER OF CONTACTS	%	GAP
FEMALE	124	42	NO GAP
MALE	170	58	NO GAP

CRITERION: Representation of all stakeholder types

GAP DESCRIPTION: The analyses show that only 3 categories of stakeholders (Public Organisation at Regional, National or European level, Research organizations and Associations/Clusters, fulfil the goal of 15 representatives at least). A gap has been identified in the categories European Commission (gap equivalent to 7 contacts), Consultancy Organization (gap equivalent to 8 contacts), Media Organization (gap equivalent to 14 contacts) Industry/SMEs (gap equivalent to 7 contacts). The category "other" is not considered in this assessment. The main factors that contribute to these gaps seems to be the selection of initial sources of information to feed the list since they include an asymmetric amount of stakeholder types. This seems reasonable since some of these stakeholders are not likely to be included in these lists as much as others, depending on their direct relation to the different bioeconomy fields.

The main factor that contributes to this gap seems to be the asymmetry in the participation of different member states in the bioeconomy field according to their sizes and structural capacities, making it more difficult to identify representatives from some states than from others, in a non-directed search such as the one performed in the first 10 months of the project.

This gap is considered to be relevant, and an action plan must be applied to ensure its fulfilment by month 22.

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Table 7: Identified gap in stakeholder types

STAKEHOLDER TYPE	NUMBER OF CONTACTS	GAP
European Commission	8	7
Public Organisation at Regional, National or European level (Authorities, Agencies, Funding organisations, etc.)	56	NO GAP
Association/cluster	17	NO GAP
Research Organisation	40	NO GAP
Consultancy Organisation	7	8
Media Organisation	1	14
Industry/SMEs	8	7
Other	1	-

CRITERION: Representation of all European Member States

GAP DESCRIPTION: The analysis has identified a gap between this criterion's current and future state. The gap is best described in the table below. At this moment, only 3 member states fulfil the goal. For the rest, there is a relevant number of 10 member states with no representatives in the list. The main factor that contributes to this gap seems to be the asymmetry in the participation of different member states in the bioeconomy field according to their sizes and structural capacities, making it more difficult to identify representatives from some states than from others, in a non-directed search as the one performed in the first 10 months of the project.

This gap is considered to be relevant, and an action plan must be applied to ensure its fulfilment by month 22.

Table 8: Identified gap in European Member States

EUROPEAN MEMBER STATE	NUMBER OF CONTACTS	GAP
Austria	3	7
Belgium	17	NO GAP
Bulgaria	-	10
Croatia	-	10
Cyprus	-	10
Czech Republic	-	10
Denmark	2	8
Estonia	3	7
Finland	8	2

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France	9	1
Germany	25	NO GAP
Greece	4	6
Hungary	-	10
Ireland	3	7
Italy	11	NO GAP
Latvia	-	10
Lithuania	-	10
Luxembourg	-	10
Malta	-	10
Netherlands	1	9
Poland	1	9
Portugal	2	8
Romania	1	9
Slovakia	4	6
Slovenia	1	9
Spain	7	3
Sweden	-	10
United Kingdom	3	7

5. ACTION PLAN

The fourth step of the Gap Analysis is to identify areas of improvement and to outline an action plan to achieve the established goals. Different actions will be taken in the next months to fill the gaps in the 4 goals:

CRITERION: Number of contacts

NEXT STEPS AND PROPOSALS: As explained before, the gap is considered not relevant as the number of contacts will continue to naturally grow through BIOWAYS networking, dissemination and communication activities scheduled in the second year of implementation of the project. Also, it is understood that all the corrective measures applied to improve the gaps in Representation of stakeholder Types and in Representation of Member States will directly contribute to this criterion, and vice-versa.

Additionally, the list of direct measures proposed to increase the number of contacts is the following:

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- Exhaustive revision of the List of the EC's National Contact Points for Food security, sustainable agriculture, marine and maritime research and the bio-economy; & Biotechnology, to include the totality of the NCPs, in member states or not.
- Exhaustive revision of the List of Relevant Initiatives developed in Task 2.3 in order to identify new contacts.

CRITERION: Sex/gender split

NEXT STEPS AND PROPOSALS: Although the analysis shows that, at this moment, there is no gap between the goal and the current state, this scenario could change once the corrective measures for the other criteria are applied. Specific attention to this criterion will be taken throughout the next months through monthly assessments of the evolution of the split, in order to apply corrective measures in case of a deviation.

CRITERION: Representation of all stakeholder types

NEXT STEPS AND PROPOSALS: The analysis has identified a relevant gap between this criterion's current and future state. As a first step, a revision of the contact list as-is must be made, then a direct search has to be performed for each category that has a gap.

The list of measures proposed is therefore the following:

- Exhaustive revision of the project's contact list to identify the stakeholder types of any contact that is not associated to any stakeholder category. This will be done by the BIOWAYS partners through a revision of the information related to the contact, for example, its website or name of company.
- Directed search of contacts in public records of the European Commission, Consultancy Organization, Media Organizations and Industry/SMEs.
- Exhaustive revision of the List of Relevant Initiatives developed in Task 2.3 in order to identify contacts in the mentioned stakeholder types.

CRITERION: Representation of all European Member States

NEXT STEPS AND PROPOSALS: The analysis has identified a relevant gap between this criterion's current and future state. As a first step, a revision of the contact list as-is must be made, then a direct search has to be performed for each state that shows a gap.

The list of measures proposed is therefore the following:

- Exhaustive revision of the List of the EC's National Contact Points for Food security, sustainable agriculture, marine and maritime research and the bio-economy; & Biotechnology, to include the totality of the NCP's, in member states that show a gap.

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- Exhaustive revision of the project's contact list to identify the state of any contact that is not associated to any member state. This will be done by the BIOWAYS partners through a revision of the information related to the contact, for example, its website.
- Directed search of contacts in public records of the Member States that show a gap.
- Exhaustive revision of the List of Relevant Initiatives developed in Task 2.3 in order to identify contacts in the mentioned member states.

The contacts that are not associated to a particular state and the contacts that are associated with other states are not included in this table. This is the reason why the number of European Member States in this table does not equal the total of 476 contacts in the list.

6. CONCLUSIONS

An initial, non-directed search of contacts designed to feed the BIOWAYS contact list has been conducted by the project partners. Specific sources of information have been selected to carry out the identification of contacts that may be interested in the project's activities. In order to guarantee that the goals of the project are achieved related to this list, a gap analysis has been performed in month 10 and will be repeated in month 22, after the corrective measures have been applied.

The first gap analysis shows a good performance in the first criteria, number of contacts, since the identified gap is not relevant by month 10 (24 contacts out of 500). This good performance invites the partners to be more ambitious in the final number of contacts by month 22. It has to be taken into account that, although the number of contacts will naturally increase through forthcoming BIOWAYS networking, dissemination and communication activities and through all the corrective measures applied to improve the gaps in other criteria, also a number of the contacts may opt-out of the list. A thoughtful approach to the mailing activity towards the contacts has to be taken to minimise the loss of contacts by the opt-out option.

The analysis also shows a fulfilment of the goals related to the sex/gender split, it has to be reminded that this fulfilment is temporary, and only reflects the current state in month 10, since the split varies with every new contact added to the list. Specific attention to this split must be taken until the end of the project, in order to apply corrective measures in case of a deviation.

Both criteria "Representation of all stakeholder's types" and "Representation of all European Member States" show a relevant gap that will need specific actions to be filled. A gap in these categories was expected since the first search was non-directed, and it was understood that some stakeholders and countries would not be as represented as others. This first gap analysis was scheduled precisely to ensure that these gaps would not pass unnoticed. Specific actions to correct these gaps are established in the Section 5 - Action Plan.

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All partners will contribute to the directed search and measures established in Section 5 - Action Plan. The contact list will be constantly updated and a second gap analysis will be performed by month 22.